



**Department of Transportation
State of Wisconsin**

Biennial Report

2005-2007



TABLE OF CONTENTS

Transmittal Memo.....	1
Department of Transportation Strategic Directions (2006-2007).....	2
Department of Transportation Organizational Structure (February 2006)	3
Office and Division Reports.....	4
Executive Offices	4
Division of Transportation System Development	5
Division of Transportation Investment Management	8
Division of State Patrol.....	10
Division of Motor Vehicles.....	13
Division of Business Management.....	15
Department-wide Flexible Work Schedules.....	17
For More Information.....	18

Transmittal Memo
Report of the Secretary
Wisconsin Department of Transportation

October 15, 2007

To: The Honorable Jim Doyle, Governor of Wisconsin
Members of the Wisconsin State Legislature
Citizens of the state of Wisconsin

I am pleased to present to you the 2005 – 2007 biennial report for the Wisconsin Department of Transportation (WisDOT). It provides an overview of the department's operations and performance over the last two years and describes the department's goals and objectives for the upcoming biennium.

As transportation serves as the foundation for public safety and economic growth, we remain committed to working with federal, state, and local officials on efforts to strengthen our comprehensive transportation network. Over the last two years, these efforts have focused on major projects, such as reconstruction of the Marquette Interchange in Milwaukee, and on highway, airport, harbor, bicycle, and public transit improvements in smaller communities throughout the state.

These improvement projects occur during a period of increasing transportation needs combined with unprecedented challenges, such as fluctuating motor fuel prices, more costly construction materials, and evolving federal transportation policies. Despite these challenges, our department remains focused on finding innovative ways to provide the best transportation system and facilities possible.

Public input is a vital component in maintaining and creating the multi-modal transportation system that Wisconsin residents want and need. As you review this report, keep in mind that your comments and inquiries are always welcome. I encourage all Wisconsin citizens to take advantage of the many opportunities to become informed and involved in transportation projects and policies that impact our state and our local communities.



Frank J. Busalacchi
Secretary

Department of Transportation

WisDOT's Strategic Directions (2006-2007)

MISSION STATEMENT

Provide leadership in the development and operation of a safe and efficient transportation system.

VISION STATEMENT

Dedicated people creating transportation solutions through innovation and exceptional service.

VALUES

Accountability – Being individually and collectively responsible for the impact of our actions on resources, the people we serve, and each other.

Attitude – Being positive, supportive, and proactive in our words and actions.

Communication – Creating a culture in which people listen and information is shared openly, clearly, and timely – both internally and externally.

Excellence – Providing quality products and services that exceed our customers' expectations by being professional and the best in all we do.

Improvement – Finding innovative and visionary ways to provide better products and services and measure our success.

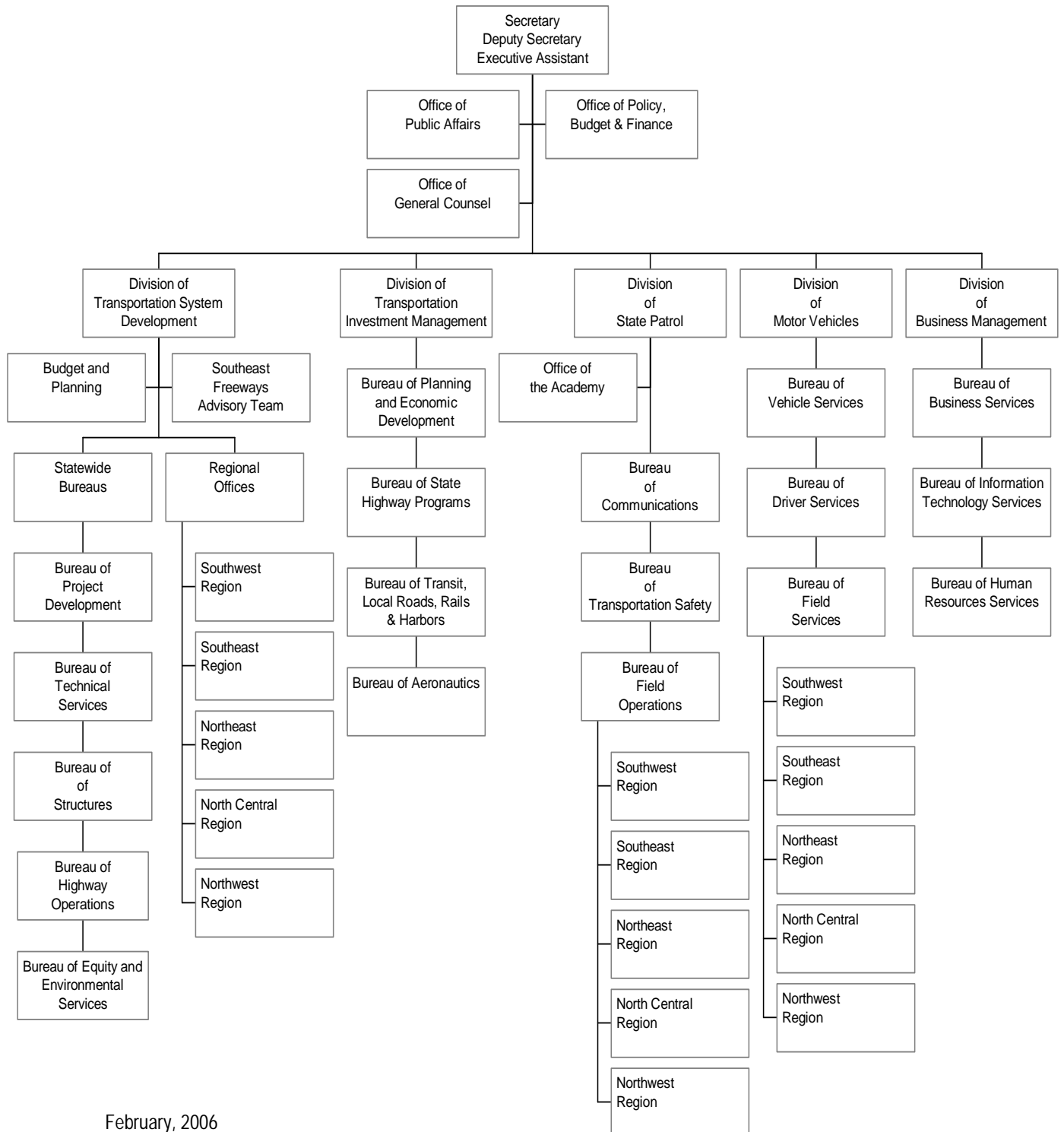
Integrity – Building trust and confidence in all our relationships through honesty, commitment and the courage to do what is right.

Respect – Creating a culture where we recognize and value the uniqueness of all our customers and each member of our diverse organization through tolerance, compassion, care, and courtesy to all.

Teamwork – Creating lasting partnerships and working together to achieve mutual goals.

From these eight core values five emphasis areas were chosen to guide business planning in each of the divisions. These emphasis areas are: 1) maintain a quality workforce, 2) anticipate and meet our customers' needs, 3) increase efficiency, 4) promote transportation safety and security, and 5) create economic opportunities.

Wisconsin Department of Transportation Organizational Structure



Office and Division Reports

Executive Offices

The department Secretary plans, directs, coordinates, and executes the statutory assignments of the Wisconsin Department of Transportation, making departmental appointments according to state law. The Secretary is the Governor's designated highway safety representative and gubernatorial secretary of the Mississippi River Parkway Commission.

The **Office of the Secretary** provides overall direction to WisDOT's programs, with the goal of providing adequate, efficient, and environmentally sound movement of goods and people. The Secretary submits WisDOT's budget to the Governor, directs the legislative program, and develops long-range plans for transportation development and maintenance.

The **Office of General Counsel (OGC)** provides legal advice, counsel, and assistance to the Secretary and divisions of WisDOT. OGC coordinates legal affairs with the Governor's Office, the Department of Justice, the Department of Administration and other local, state, and federal offices. OGC researches and prepares legal opinions and administrative rules, researches and drafts proposed legislation, and assists the Secretary's Office in identifying needs and formulating the department's legislative program.

The **Office of Public Affairs (OPA)** provides a wide range of public education and communications services, including overseeing the planning of statewide public involvement programs, news conferences, and public information meetings to announce and explain WisDOT's programs and policies. OPA assists the Secretary's Office in communicating positions on key state and federal policy, planning, and budget initiatives. It coordinates

transportation-related public appearances and events by the Governor and Secretary, provides media and public relations support to the divisions, and disseminates information to the public through a variety of means.

The **Office of Policy, Budget and Finance (OPBF)** analyzes policy, financial, and management issues for the Secretary's Office and all of WisDOT's divisions. OPBF coordinates the development of the department's biennial and operating budgets and manages the Transportation Fund and transportation revenue bonding for the major highway program. The office is responsible for monitoring and analyzing the fiscal and programmatic impacts of federal legislation on Wisconsin's transportation system and programs. OPBF also provides general and managerial accounting services and oversight; federal grant administration oversight; department-wide financial and data collection and control strategies; and internal program and fiscal review, including charging policy implementation.

Division of Transportation System Development

The Division of Transportation System Development (DTSD) provides leadership in the planning, development, and operation of safe, reliable, and efficient transportation systems. The division consists of the Bureaus of Equity and Environmental Services, Highway Operations, Project Development, Structures, and Technical Services, with regional offices located in Rhinelander, Wisconsin Rapids, Green Bay, Eau Claire, Superior, Waukesha, La Crosse, and Madison.

2005-2007 Performance

Service to the Public. During the 2005-2007 biennium, state, federal, and local investments in Wisconsin highway construction and maintenance totaled almost \$3 billion. Approximately 500 projects were let for 2,750 miles of highway improvements. Some examples of the improvements made include:

US 10 West. The expansion of US 10 between WIS 13, near Marshfield, to Interstate 39 north of Stevens Point. The new four-lane highway will bypass the communities of Auburndale, Blenker, Milladore, Junction City, and downtown Stevens Point west of I-39.

US 51/WIS 29. A reconstruction of seven miles of US 51/WIS 29, between Foxglove Road and Bridge Street in Marathon County. This project also included expanding the number of lanes to six between the WIS 29 east and WIS 29 west interchanges.

US 53 Freeway Project. This \$97 million majors project was a critical link in the Corridors 2020 highway network serving northwest Wisconsin and provided the best opportunity for growth of the Chippewa Valley regional tax base while limiting urban sprawl. Completion of the US 53 Freeway means WisDOT has finished constructing

the “Golden Triangle” of the Chippewa Valley – linking the Eau Claire, Chippewa Falls, and Menomonie areas. Now I-94, Highway 53, and Highway 29 ideally position the Chippewa Valley for continued economic development while protecting the integrity of one of the most beautiful regions in the nation.

WIS 35/64 Corridor. All major contracts for the project were completed and the roadway has opened to traffic. This 14-mile highway segment is a major east-west travel corridor in St. Croix County and serves interstate and local traffic between Houlton, Somerset, and New Richmond. Conversion of WIS 35/64 to a four-lane divided highway began in August 2002 and represents an estimated \$85 million investment in western Wisconsin's transportation system.

New Sturgeon Bay Bridge. The 2005 budget bill (2005 Wisconsin Act 25) directed WisDOT to begin construction of a new bridge in the Maple to Oregon Street corridor. The law further directed WisDOT to begin construction within one year of the signing of the budget bill (July 25, 2005). WisDOT northeast staff led an extensive effort to start construction within the specified timeframe. Work actually began nearly five weeks ahead of schedule.

I-94 N/S Corridor. The I-94 N/S corridor team spent 2006 creating and refining alternatives for the 35-mile stretch of I-94 from the state line to the Mitchell Interchange. As part of an aggressive outreach effort, the team has met with over 400 stakeholders.

Marquette Interchange. The North Leg project was completed and is now open fully to traffic. Access to downtown Milwaukee from the north was enhanced by the improvement of ramp configurations and locations. Community Sensitive Design efforts, including the Fond du Lac Avenue

murals and Walnut Street artwork, were dedicated to the public by Governor Doyle. Local area students did the artwork at Walnut Street. The South Leg project is nearing completion with the widening of the Menomonee Valley Bridge for the new transitional ramps that will be constructed in the Core Project. The Core Project continues to make great progress.

Aggressive Disadvantaged Business Enterprise (DBE) contracting goals for the Marquette Interchange project have helped ensure the investment benefits made by local firms and small businesses. Since 2004, \$115.2 million in contracts have been awarded to DBE contractors and subcontractors. The state is also working to employ people from the urban community on the project. Through September 2005, a combined 625 minority workers accounted for nearly 25% of all work hours on the project.

Tribal Relations. WisDOT has also worked with Wisconsin's 11 sovereign Indian Nations to draft a Tribal Partnership Agreement and created a tribal liaison position to build government-to-government relationships. The tribal partnership agreement was prompted by Governor Doyle's Executive Order 39, and WisDOT was the first state agency to implement it, resulting in increased communication regarding highway projects.

Resource Management. The division has been receiving e-plans for greater than 90% of the proposals submitted for the last several lettings. Full implementation of e-plans will start with the November 1, 2007 Plans, Specifications, and Estimates (PS&E) submittal. This greatly facilitates the conversion to electronic PS&E packages providing a significant reduction in printing and processing costs for the department.

Consultants must now submit their notice of interest (NOI) in an electronic format to be

considered for engineering contracts. This change saves postage while accommodating last minute submittals and eliminates use of WisDOT staff time to make multiple copies of the NOI.

Reorganization Implementation. The division has largely completed integrating the two previous diverse divisions of Transportation Districts and Transportation Infrastructure Development into one cohesive organization. The reorganization consolidated eight districts and eight bureaus into five regions and five statewide bureaus. The result was a leaner organization with a flatter management structure.

Project Management. Version 2 of the Project Management Plan (PMP) application was released and included upgrades to the scope and schedule modules, an improved approval process, and the addition of project phase snapshots. The new PMP includes the tools, reports, training, processes, documentation, support, etc., to enhance the management of the WisDOT highway improvement program.

The Bureau of Structures has completed the implementation of a new design methodology in response to a Federal Highway Administration (FHWA) mandate. The new procedure, known as Load and Resistant Factored Design, required an enormous effort to develop the new policy, update manuals, and develop and deliver training to staff and consultants.

Infrastructure Security. DTSD has completed the structures vulnerability assessment for the highway system to identify key structures that are vulnerable to natural or man-made threats. As new structures are designed, these security concerns are considered. In addition, some "hardening" has been incorporated into the system to provide greater security to existing structures.

DTSD also implemented an initial evaluation of the 24/7 State Traffic Operations Center and incident notification process to assure security of the system.

2007-2009 Goals

Communication.

- Improve internal communications between all levels of employees to share information regarding vision, mission, values, and goals, and to provide mechanisms for listening and gathering feedback.
- Sustain and integrate external partnerships to communicate our vision and direction and to meet our mutual goals.

Safety.

- Develop a Highway Safety Improvement Program (HSIP) in conformance with SAFETEA-LU.
- Develop and implement traffic safety engineering elements of the Strategic Highway Safety Plan.
- Develop a framework for statewide traffic incident management and emergency operations programs.

Resource Management.

- Deliver planning, improvement, operations programs, and statewide policy.
- Evaluate and implement new technologies in order to reduce costs, improve efficiency, and sustain commitments.
- Establish an operating budget management process for the statewide bureaus and regions.

Division of Transportation Investment Management

The mission of the Division of Transportation Investment Management (DTIM) is to plan and program the use of resources to achieve a safe, effective and efficient inter-modal transportation system. DTIM is committed to fostering internal and external partnerships, increasing efficiencies, and improving transportation safety.

2005-2007 Performance

Long-Range State Transportation Planning. Work continues to develop the state's new long-range plan, Connections 2030. A public outreach plan has been developed and DTIM staff will complete a preliminary draft in late 2007.

State Highway Rehabilitation Program. DTIM managed project selection for the Corridors 2020 Backbone to deliver a program emphasizing cost-effective system preservation projects. For non-backbone highways, DTIM utilized a needs based resource allocation model to distribute improvement program funds to the WisDOT regions. A Program Effectiveness analysis was performed to help ensure the program is consistent with department goals.

Major Highway Program. Project management and change management techniques were employed to control project costs.

Transportation Economic Assistance Program. The Transportation Economic Assistance (TEA) Grant Program provides financial assistance to communities for transportation improvements that attract an employer to Wisconsin or encourage a state employer to expand. During the biennium, \$8.8 million in TEA funds were awarded to 26 communities, creating 5,560 direct and indirect jobs and retaining over 1,400 jobs that might have been eliminated or transferred to another state.

Coordinated Public Transit – Human Services Transportation Plan. DTIM staff led an effort that enlisted the assistance of RPCs, MPOs, and county planners in organizing and conducting 70 meetings to create local coordination plans for public transit-human services transportation that will provide improved, more efficient service to the transportation dependent. DTIM staff developed an extensive tool-kit to assist local planners. The Federal Transit Administration recognizes the tool-kit and Wisconsin's approach as national models.

Major Airport Projects. During the biennium, \$186 million was invested in projects at 91 airports, a 20% increase from the previous biennium. Projects to rehabilitate runway pavements and enlarge the safety areas at runway ends topped the list. Runways were extended at seven airports to keep up with the needs of Wisconsin-based businesses, and a \$29 million project to provide safety areas at Dane County Regional Airport included the relocation of a railroad, county highway, and numerous utilities in addition to the creation of the safety area. In addition, navigational aids were installed at eight airports, and a new control tower was completed at Eau Claire. A replacement control tower is under construction at Oshkosh.

Improving overall aviation security at Wisconsin Airports. Airport security is a priority for homeland security. During the biennium, DTIM staff conducted a campaign to educate the aviation industry and aviators in the state. Through grants from the Office of Justice Assistance, 64 general aviation airports acquired security related signage, greatly improving the security posture of each airport. DTIM staff also developed and distributed the Wisconsin Airport Security Plan to all airports. Follow-up educational visits ensure compliance, and WisDOT's approach has become a model other states follow.

2007-2009 Goals

Long-Range State Transportation

Planning. DTIM will complete the new long-range state transportation plan in early 2008, including statewide public outreach.

Corridor Management Program. DTIM will continue to facilitate the development of a corridor management program in the department, including the development of plan criteria, and provide assistance with WisDOT implementation. DTIM will also continue to participate in the State Agency Resource Working Group for the statewide Comprehensive Planning Program.

Continue Participation in Metropolitan Transit Studies. DTIM will continue to be active participants in the on-going committees responsible for developing commuter rail systems in Dane County and between Milwaukee and Kenosha.

Transportation Economic Assistance Program. Increase emphasis in providing assistance to new and emerging bio-fuel and alternative fuel facilities in the state. These alternative energy producing facilities will help to achieve the Governor's "25 x 25" plan (25% of state's electricity and 25% of transportation fuels from renewable sources by 2025) for energy independence.

State Highway Program. Facilitate maximizing the benefit of expenditures of highway improvement, with respect to departmental policies and objectives. This

includes managing the Backbone and Majors Programs, and facilitating both resource allocations and financing of the State Highway Rehabilitation Program.

Statewide Transit Marketing Campaign.

With input and involvement of transit systems from around the state, direct the procurement of services and subsequent activities of a full-service marketing firm in developing marketing products to increase ridership, enhance the image of public transit to public transit users, non-users, and local officials, and improve the availability of information about public transit.

Local Entitlements System (LES).

Complete the design, development, and implementation of WisDOT's system to monitor and manage programs that provide almost \$100 million annually in federal and state funds for highway, road, and bridge improvements under local jurisdiction. Deployment of the system and its reporting capabilities will result in more effective and timely processes, analysis, and evaluation, maximizing department resources while providing better customer service to local officials.

Aeronautics Electronic Bidding. Due to the unique requirements of the aeronautics program, the automated processes used for highway lettings need to be modified. This process is underway, and it is anticipated that Aeronautics will be able to pilot electronic bidding in the spring of 2008.

Division of State Patrol

The Division of State Patrol (DSP) promotes highway and public safety by providing and supporting professional, competent, and compassionate law enforcement and traffic safety services. In addition to statewide law enforcement, DSP's public safety services include mobile data communications for 140 agencies, training and equipment for alcohol testing of drivers, research, funding and outreach for traffic safety programs, technical reconstruction, air support, drug sniffing dogs (K-9s), dignitary protection, and training facilities at the State Patrol Academy.

DSP consists of the Bureaus of Communications, Field Operations, Transportation Safety, and the Office of the Academy. The Bureau of Communications provides engineering and technical support for voice and data communications systems employed by the DSP and other law enforcement agencies.

The Bureau of Field Operations oversees the traffic and law enforcement services provided by the five regions. It also provides support for the division's homeland security, highway criminal interdiction, air support, and other high-profile initiatives.

The Bureau of Transportation Safety administers a variety of traffic safety programs and manages inspections of commercial motor vehicles, ambulances and buses. It is also responsible for the chemical testing program.

The Office of the Academy conducts training for federal, state, county, and municipal law enforcement agencies in specialized fields, including firearms, defensive and arrest tactics, emergency vehicle operations, vehicle contacts, and professional communication skills. The Academy manages the State Patrol's Technical Reconstruction Unit (TRU), which conducts comprehensive traffic and crime

scene mapping, while assisting local law enforcement agencies with their investigations.

Each of the five State Patrol regions has a post (headquarters) with a communications center for dispatching troopers and inspectors. The geographically large southwest and northwest regions each have two posts.

2005-2007 Performance

Highway Safety and Law Enforcement.

Through intensified enforcement and effective traffic safety education, DSP helped reduce fatalities and serious injuries from traffic crashes. In 2006, there were 712 traffic fatalities compared with 801 in 2005. The number of people injured also decreased from 53,462 to 50,236. Safety belt use reached an all-time high for Wisconsin in 2006 with 75.4% of vehicle occupants buckling up.

In partnership with the National Highway Traffic Safety Administration and law enforcement agencies throughout the state, the Bureau of Transportation Safety organized successful mobilizations backed by extensive public education messages in the media to increase safety belt use and decrease alcohol-impaired driving. Approximately 390 agencies around the state participated in the "Click It or Ticket" and 238 participated in the "Drunk Driving. Over the Limit. Under Arrest" mobilizations in 2006 with anticipated similar participation in 2007.

To combat transportation of illegal drugs and other unlawful activity in Wisconsin, DSP emphasized training and enforcement efforts focused on highway criminal interdiction while maintaining its traffic enforcement efforts statewide. In CY 06, DSP made approximately 241,142 traffic stops, issued about 146,545 speed

citations, made approximately 3,500 OWI arrests, issued about 23,766 safety belt citations, and investigated approximately 4,882 crashes. Wisconsin has had a 10.6% reduction in large truck fatalities from 2005 to 2006 and an overall reduction of 23.1% in the past 5 years. Wisconsin experienced a 10% reduction from 2005 and a 20.7% reduction over the past 5 years in incapacitating injuries.

Motor Carrier Safety and Enforcement.

The Motor Carrier Safety Assistance Program (MCSAP) continues to advance the safe operation of commercial motor vehicles (CMVs) and drivers. DSP trains a number of local, county, and tribal enforcement agencies to conduct MCSAP inspections in their areas. Four additional Consumer Protection Investigators (CPIs) were hired resulting in 15 staff certified to conduct new entrant safety audits and compliance reviews of motor carriers; CPIs conducted 256 compliance reviews and 1,030 new entrant audits in 2006.

The Size and Weight Program ensures that commercial vehicles operate within permitted size and weight limitations. To optimize resources and enhance overall motor carrier safety effectiveness, the MCSAP and Size/Weight programs merged. The merger helps to direct resources to carriers, vehicles, and drivers with the greatest safety concerns. In addition to checking over 37,000 vehicles and/or drivers for state/local regulations, DSP weighed 985,747 vehicles using either a

Safety and Weight Enforcement Facility (SWEF) or portable wheel weighers. Through Pre-Pass, another 184,815 vehicles were screened while SWEFs were open.

Wireless Communications Networks.

DSP continued improvements in mobile data communications. The Mobile Data Communications Network (MDCN) is used by 140 local, state, tribal, and federal agencies for law enforcement and criminal justice data communications. A legacy data system was completely replaced with a new generation of Internet protocol base stations. New Panasonic Toughbook mobile data computers were issued to every DSP officer. Major improvements were also made in tower infrastructure, including building new towers at the Tomah and Fond du Lac posts, purchasing a new tower in Dodge County, and occupying additional county or privately owned towers at strategic locations across the state.

Academy. The Academy's training and in-service programs accommodated 1,974 students in FY 06 and 3,861 students in FY 07, training officers from DSP and a number of officers from municipal, county, federal, and other state agencies.

Law Enforcement Pursuit Data

Collection. Approximately 40% of agencies file pursuit reports, some indicating they were not involved in any pursuits during the year. (See table below.)

Year	Total Pursuits	Reason	Outcome	Average Speed	Average Distance	Crashes	Injuries	Deaths
2005	1,093	769 traffic offense 208 criminal offense 54 warrants/wanted 62 other	784 apprehended 186 terminated 88 eluded 35 other	70.44 MPH	3.90 Miles	259	54	6
2006	1,215	834 traffic offense 198 criminal offense 49 warrants/wanted 134 other	852 apprehended 212 terminated 132 eluded 19 other	71.09 MPH	3.91 Miles	339	91	1

2007-2009 Goals

Reduce fatalities and improve traffic safety. The goal for FY 07-09 is to reduce the number of fatal, serious injury, and property damage crashes from the previous three-year average. DSP will use all available resources, including funding from the National Highway and Traffic Safety Administration, to increase safety belt use in Wisconsin from the current 75% to 80% by 2008.

Chemical Testing. The Chemical Testing Section will purchase new state-of-the-art preliminary breath test instruments (PBTs) for DSP and provide the associated training. The section will teach and certify approximately 6,000 law enforcement personnel on the operation of the new evidential breath test instrumentation, the EC/IR II, and install these devices at approximately 240 sites throughout the state. The section will also repair PBTs for law enforcement statewide at no cost, in our continuous effort to promote highway safety.

Communications and Data Collection Improvements. High bandwidth secure wireless access points will be established at all posts and SWEFs, allowing officers to transfer Traffic and Criminal Software electronic citations from their MDCs to the DSP server wirelessly. Digital voice mobile radios incorporating the national P25 standard will enhance interoperability and provide more secure voice transmission of sensitive information.

Motor Carrier Safety and Enforcement Activities. The State Patrol's Motor Carrier Enforcement Section will optimize personnel and other resources to emphasize areas such as: educating the motor carrier industry and the driving public, conducting CMV-related traffic enforcement to prevent and/or reduce crashes, using proven and exploring new technologies to improve highway safety and preserve highway infrastructure, and assuring complete, timely, and accurate data to measure our effectiveness.

Division of Motor Vehicles

The mission of the Division of Motor Vehicles (DMV) is to provide professional, high quality driver, identity, and vehicle products and services. The division improves safety by promoting responsible driving and regulating the use of vehicles; advances the orderly movement of people and property through licensing, registration, and permitting; and provides driver and vehicle data essential for government and business by creating and supporting a statewide information system. DMV protects consumer interests by regulating driver and vehicle transactions and related industries and provides resources for state and local transportation needs through the collection of revenue. The division is the “front door” of WisDOT, with over 11 million public contacts each year.

2005-2007 Performance

DMV Redesign.

- Progressed towards retiring the division's legacy File Handler system by updating the Driver License Reinstatement and Driver License Inquiry functions, and a number of File Handler reports.
- Automated the process to check driver records for reinstatement eligibility, including a Web application that allows persons with revoked, suspended, disqualified, or cancelled Wisconsin driving privileges to determine what they need to do to reinstate their privileges.
- Implemented a Web-based Public Access Request System (PARS) to provide instant access to driver abstracts using PDF images. PARS includes automation of the Employer Notification Program, which allows employers of commercial driver license holders to monitor their employees' CDL driving records on-line.
- Automated the driver record certification process, primarily for use by district

attorneys and law enforcement agencies.

- Implemented e-MV11, a Web-based title and registration data entry system for motor vehicle dealers, and worked to sign up dealers to process applications on the system.
- Implemented a function that allows municipalities to electronically transfer unpaid parking citation information to DMV. DMV is working with municipalities to assist them in using this function.

Implementation of State and Federal Legislation.

- Completed DMV systems programming in November 2005 related to provisions of the Help America Vote Act, which will allow the State Elections Board to validate Wisconsin voters using data from state-issued driver licenses or identification cards, and from federally issued Social Security numbers.
- Implemented the legal presence requirements of 2005 Wisconsin Act 126, which took effect on April 1, 2007. Implementation activities included amending Administrative Code Trans 102, training employees, and educating DMV customers about the new requirements.
- Conducted detailed analysis of the requirements associated with the REAL ID Act of 2005 in order to be in compliance by May 2008. The analysis served as the basis of comments submitted during the federal rulemaking process and related issue papers and legislative and administrative rule changes proposed during the 2007-09 biennial budget process.

Telecommunications.

- Secured professional services to redesign the interactive voice response application and revise the telephone menu and associated scripts. Revisions

are currently being tested, with implementation expected shortly.

- Implemented a back-up for the call distribution system so that DMV phone services can continue during an outage by the primary system.

Fraud Detection and Deterrence.

- Using federal grant funds, hired two project positions to investigate driver license fraud statewide and purchased and installed document verification devices at DMV's busiest customer service centers.
- Implemented facial recognition procedures to reduce identity fraud in the issuance of driver licenses and photo ID cards. Since the September 2005 implementation, facial recognition procedures identified over 58,000 licenses and cards for evaluation, resulting in over 3,000 cancellations.
- Implemented more secure processes and product features related to issuance of driver licenses and identification cards. Established internal system audits to identify possible fraudulent transactions.

2007-2009 Goals

Improve and Enhance Current Systems and Applications.

- Continue to migrate IT applications with the ultimate goal of retiring the legacy File Handler system.

Develop Effective Service Delivery Alternatives.

- Continue to explore and develop Web-based applications to allow for customer self-service, including such options as a

Web-based title and registration application for private vehicle sales, on-line driver license reinstatement application, and various on-line information queries.

- Research and plan for expanded acceptance of credit or debit cards for Web-based transactions where feasible.
- Research alternative service hours options to improve customer service.

Implement New Inspection/Maintenance Program and Contract.

- In cooperation with the Department of Natural Resources (DNR), revise the Wisconsin Vehicle Inspection Program (WVIP) to comply with federal Environmental Protection Agency air quality standards, as described in DNR's recently updated Air Quality Improvement Plan.
- In anticipation of the current WVIP contract expiring at the end of FY 08, select a contractor to implement the revised program.
- Work with the selected contractor to implement program changes and conduct outreach to educate the public about them.

Implement State and Federal Legislation.

- Comply with the requirements of the federal REAL ID Act by the deadline (currently May 2008) established by federal law and regulation.
- Implement the new federally established Unified Carrier Registration program for private and for-hire motor carriers.

Division of Business Management

The Division of Business Management is dedicated to ensuring reliable and cost-effective business support services across the department.

The division is organized into three bureaus:

The Bureau of Information Technology Services introduces, manages, and supports information technology solutions that enable the department to provide efficient and effective services. The bureau promotes the appropriate application of information technology through strong partnerships between the bureau and WisDOT business associates, enabling WisDOT to establish and manage the information technology infrastructure as a strategic asset.

The Bureau of Business Services provides a wide array of services including centralized purchasing, fiscal services, fleet and facilities services, employee safety and risk management services, research and library services, records and forms management, communication support, Web services, and warehousing and distribution. The bureau also promotes transportation security, providing direction to divisions on security assessments and mitigation strategies and enhancing the department's Continuity of Operations Plan.

The Bureau of Human Resource Services is responsible for labor relations, employee assistance, payroll, training, and personnel functions such as staffing, classification, compensation, and employee development. The bureau also coordinates collective bargaining across the department and participates in the planning and implementation of various statewide HR initiatives.

2005-2007 Performance

Minority Business Enterprise (MBE) Program. Through cooperative efforts with the Department of Administration and the Department of Commerce, DBM contributed to the certification of 181 new MBE vendors. The department achieved the state goal for MBE spending in both FY 06 and FY 07, spending more than 5% of total purchasing dollars with MBE vendors in each year.

Amtrak Station. Scheduled for project completion in November 2007, Milwaukee's outdated Amtrak station has been transformed into a landmark building that will house Amtrak's rail connection, Greyhound Bus service, and the State Traffic Operations Center. The traffic operations center will move in early September while Greyhound will start operations in mid October. The grand opening of the entirely remodeled facility is set for early December.

Strategic Planning. Following the department-wide reorganization, DBM created and implemented a new strategic direction and business plan to ensure the division meets all customer needs. By delivering business solutions through innovation, collaboration, and expertise, DBM continued its successful partnerships with other divisions and other agencies.

Agile IT System. The Bureau of Information Technology Services led the creation of the Information Technology Oversight Committee (ITOC) to facilitate a new approach to IT investment decision-making focused on consolidating the critical skills necessary to remain responsive to customer needs and efficiencies needed to support the work force. ITOC serves as the executive management group chartered with making the IT project and prioritization decisions in the best interests of the department. In addition, all development

staff are pooled to share resources internally based on project priorities.

2007-2009 Goals

Maintain Quality Workforce. By implementing more efficient recruitment and retention processes across the department, the Bureau of Human Resource Services will provide WisDOT with a stable, quality workforce. This will include restructuring the exam and interview process where possible and developing a comprehensive training program to ensure continuity of institutional and technical knowledge across divisions.

Increase Customer Outreach of Research and Communication Services. Because of the increasing importance of information access, the Bureau of Business Services will work to promote multimedia resources available to divisions. DBM will work to facilitate information sharing across divisions and expanded use of the library and information commons.

Hill Farms Redevelopment. Partnering with other divisions, DOA, the community, and consultant groups, DBM will work to establish WisDOT's future business needs and account for these needs in the planning stages for a new Transportation Headquarters. While the facility is still in the planning phase, DBM is heading committees to prepare a comprehensive program statement for use throughout the development and construction of the facility.

Safety and Security Awareness. DBM will lead the development, implementation, and maintenance of Continuity of Operations and Pandemic plans for the department in support of state and national mandates. DBM will continue to develop and implement security mitigation plans and strategies for critical and vulnerable infrastructures. With an emphasis on increasing employee awareness, the division will continue to promote National Incident Management System and personal security training to appropriate department staff.

Department-wide Flexible Work Schedules

The department presently has 441 different work schedules used by its 3,198 full-time employees, which includes all permanent, project, and unclassified positions, based on September 1, 2007 payroll records. These schedules allow employees to adjust their starting and leaving times and lunch breaks flexibly. They also allow three- and four-day workweeks for some employees.

The department's 138 permanent part-time employees and 5 seasonal employees use another 140 different work schedules. These range from 0.3 to 0.95 FTE.

For More Information
www.dot.wisconsin.gov

Executive Offices -

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